

Environmental Management Project Management Workshop Schedule Discipline Breakout Session

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Wednesday, February 14, 2001**



EM Project Schedule Development and Maintenance

- **Expectation (CAP's Schedule Completion Date/PDRI)**
- **Federal Role (EIA - 748)**
- **CABE Role**
- **Issue/Problems - Nominal Group Theory**



Expectation

- **Completion Date for All CAP's: 5/31/01**



Expectation (PDRI - Schedule)

- **Project Schedule** - A baseline schedule has been developed, and approved by DOE. The schedule is a reasonable layout of all project activities for all phases of the project and is at a level of development expected for the project stage. All project activities are included consistent with the WBS, and the schedule is prepared in accordance with DOE guidance and practices. The schedule is activity based and includes reasonable durations and acceptable logic. Lower level schedules are developed and tiered to support the baseline schedule and/or project master schedule. Project specific conditions are included. All assumptions are defined. An acceptable software package is used.
- **Major Milestones** - Milestones are included at each level of the project schedule to indicate significant progress against the work to be completed, as well as stakeholder and regulatory milestones as appropriate. Milestones are tiered to support upper level decisions, accomplishments, approvals, etc. A milestone dictionary is provided which defines the requirements for successful completion. An appropriate number of milestones is included to control the project.



Expectation

(PDRI - Schedule (Cont'd))

- **Resource Loading** - The schedule is resource loaded, considers critical resources, and is consistent with the funding profile. The resource loading is reasonable considering such elements as ramp-up, lead times, constraints, etc.
- **Critical Path Method** - A critical path is defined. Near-critical-path activities are identified and sensitivity analyses conducted. Schedule management practices are properly focused on critical path and near-critical-path activities.
- **Schedule Risk/Contingency Analysis** - A risk assessment has been conducted on the baseline schedule, and appropriate contingency added as required. Assumptions, rationale, and methodology, used in the analysis are documented.
- **Independent/Non-Advocate Schedule Review** - In addition to any internal schedule reviews, the baseline schedule has been subjected to an independent review by an organization not affiliated with the project and the results reconciled. The results of the independent review have been fully documented.



Expectation (PDRI - Schedule (Cont'd))

- **Forecast of Schedule Completion - After the schedule baseline has been approved, and the measurement of actual performance has begun, forecasts of completion dates are developed and issued at regular intervals in addition to presentations of schedule progress. Schedule forecasts reflect actual performance to date, and projections. Forecasts are related to the change control system and incorporate both approved and pending changes.**
- **Schedule for Next Phase Work Scope - A detailed schedule is prepared and approved for all activities to be accomplished during the next phase of the project. The schedule is defensible with an appropriate level of supporting detail and documentation.**



Government Roles

- **Review of formal schedule systems meeting EIA-748**
- **Review of project schedules**
- **Review and analysis of schedule status**



ANSI EIA-748

- **Does not require contractors to use any specific scheduling technique.**
- **Requirements seek formality, consistency and discipline.**
- **The scheduling system should contain summary and master schedules which provide for contractually specified milestones.**
- **Summary schedules should be clearly supported by lower level schedules which link the summary to the detailed tasks.**
- **All cost accounts and work packages must contain specific start and completion dates based on physical accomplishment.**
- **Schedules must be horizontally and vertically integrated.**



CABE Role

- **EM - 6 Agent**
- **Set Expectations**
- **Promote Schedule Discipline/Provide Guidance**
- **Provide Training/Workshops/Lessons Learned**
- **Integrate with OECM and other PSO's**
- **Review Project Schedules - Independent Project Reviews**
- **Assess State of EM Project Schedule Complex Wide**



Issues and Problem List

The group will create and prioritize a Schedule, Issue, and Problem list using Nominal Group Theory Techniques.

